

State Board of Education Focus Strategies 2004-05

Focus Strategy	Accomplishments to Date	Planned Future Action	Notes
Continue support for the implementation of the <i>High Schools on the Move</i> principles as the statewide vision for secondary education	HSOM meetings held; HS Summit held 12/08/05 (140 participants); Interim high school visit report sent to SBE 09/05; Approx. 70% of secondary school visits completed by visiting team & Commissioner; “Promising Practices” matrix released to field February 06 – see: http://www.state.vt.us/educ/new/pdfdoc/pgm_hsi/secondary_initiatives_matrix.pdf ;	Professional development for promotion of HSOM continues to be planned in collaboration w/ partners.	Ongoing
Develop a public school choice proposal by 01/01/05, for submission to the Legislature	Adopted public school choice (PSC) position statement (01/20/04); Established PSC work group 07/04; Proposal approved by SBE 01-18-05; H.189 & S.141 introduced in House/Senate in 01/05; Continue to advocate Board position.	Advocate as necessary.	Ongoing
Adopt measurable School Quality Standards by 06/30/05	Revised School Quality Standards adopted 10/18/05 and approved by LCAR on 01/25/06; Revised SQS Rules effective 02/09/06;	COMPLETED	Implementation discussions continue
Ensure that State Board members receive appropriate professional development	SBE approved professional development policy at its 12/21/04 mtg.	COMPLETED	Ongoing
Allocate resources and prioritize budget initiatives by 10/19/04	Budget discussions at 8/17/04, 9/21/04, 10/16/04 SBE meetings; Board approved 10/16/04 proposal, subject to modification as necessary; Final budget proposal approved at 01/18/05 meeting; Commissioner has presented budget to House & Senate Education Committees, House and Senate Appropriations Committees;	COMPLETED	Similar process used for FY 06 and FY 07 budget development
Analyze the cost and quality of education in Vermont in comparison to national data and develop specific recommendations to contain costs while ensuring the quality of education, by 06/30/05.	Board reviewed several sets of financial data and assessment results at its meetings during 2004-05 and discussed the role of state and local budget decisions as they relate to the cost of education;	Continued as a Focus Strategy for 05-06.	Ongoing

State Board of Education Focus Strategies 2005-06

Focus Strategy	Accomplishments to Date	Planned Future Action	Notes
Develop, coordinate, and improve administrative and educational leadership skills in the State of Vermont by working with the Vermont Educational Leadership Collaborative (VELC) (II.C.2)	VELC established and meeting monthly under leadership of Dep. Comm.; Training of trainers held August 22-26, 2005; RFP developed, resulting in PG training; Recipients are Montpelier SD, Hazen UHSD, and Starksboro SD; 4/14/06 VELC work on leadership development matrix and systems context	Work continues with local teams	Ongoing
Gain an understanding of the issues associated with early education in order to develop a position on a coordinated statewide system of early childhood education (I.A.1)	August 16 SBE agenda item; SBE review of proposed content for draft rules; data gathering in follow-up to September discussion; October discussion; Ad Hoc Committee established at Dec 20 th meeting to work on the Board's position on early education; Committee met on 01/05, 01/10 and 02/09/05; Agenda item for January/February 2006 SBE meetings; Position adopted at 02/21/06 meeting, with recommendation for further study to address questions; Chair & Commissioner have testified before the Senate & House Educ. Comms.	Advocated State Board position; no action on this bill during the recent session.	Ongoing
Examine, in collaboration with the VSBPE, roles and relationships of the State Board of Education and the Vermont Standards Board for Professional Educators with a focus on policy issues relating to high quality alternate routes to licensure (I.E.4)	<u>Educator Standards and Discipline Proposal:</u> AD Hoc Committee established to work with VSBPE Exec. Committee on Educator Standards and Licensing proposal; SBE consensus on proposal at 10/18/05 meeting; Proposed legislative language approved at 12/20/05 meeting; Language forwarded to legislature - H.677 introduced and working its way thru legislative process; <u>Alternate Routes to Licensure:</u> Chair and Commissioner met with VSBPE Exec. Comm. 01/05 to begin review of Alt. Licensing process; VSBPE discussion continues;	Educator Standards and Discipline Proposal: Monitor progress on H.677; Alternate Routes to Licensure: Monitor VSBPE discussion on topic Plan for Alternate Route Licensure discussion at June 06 Board meeting	
Enhance SBE decision making through two-way communication with educational leadership organizations, school boards, legislative education committees, parents, home study groups, and post-secondary education institutions (II.C.4)	Monthly Board Report developed and distributed following each Board meeting. Visitor Time established on monthly Board agenda; Letters to constituents inviting participation at Board meetings; Focus Strategies poster board; Strategic Plan booklet reprinted; Commissioner has held four statewide parent meetings;	Communication efforts continue;	Ongoing

Analyze the cost and quality of education in Vermont in comparison to national data and develop specific recommendations to contain costs while ensuring the quality of education (V.D.6)	Info developed for taxpayers; Education Funding Information Kit developed; Education Funding Press Kit presented at 11/03/05 VSA/VSBA Conference; Press session explaining Vt. educ. finance system held 11/16/05; DVD produced and distributed; Info presented to SBE at its December 20 th meeting; Continue to distribute information, including DVD explaining Vt. education finance system; Discussion at 02/17 SBE meeting;	Commissioner working on “governance white paper” for discussion at the 05/16/2006 SBE meeting and at the 06/19-20/06 board planning meeting	
Develop a long-term plan for implementation of the K-12 expectations for Modern and Classical (non-native*) Languages within the <i>Vermont Framework of Standards and Learning Opportunities</i> . (I.D.2)	Ad Hoc Committee established; Committee met with partners and held statewide focus forums during Fall 2005/Winter 2006; Board adopted goal statement at 02/21/06 meeting: <i>All Vermont children will begin the study of a foreign language in the primary grades (PK-4), and they will meet a minimum of novice middle proficiency by the end of eighth grade. All Vermont school districts will coordinate the foreign language curriculum within their own district from primary grades through high school.</i> Board discussions on future plan at 03/21/06 and 4/11/06 meetings;	Seeking members of World Language Committee.	

Strategic Plan Implementation Grid (May 2006)**Goal I. Support high-quality, innovative instruction to improve student achievement**

Objective A. All students achieving their full potential

Strategies	Deputy Assignment	Current Status	Completed On-going Target Date
1. Gain an understanding of the issues associated with early education in order to develop a position on a coordinated statewide system of early childhood education.	Elaine	Position adopted at 02/21/06 SBE meeting, with recommendation for further study to address questions; Chair & Commissioner have testified before the Senate & House Education Committees LL: participate in Building Bright Futures Transitional Board activities; solicit and share testimony representing diverse perspectives from the field on school-community partnerships for early education; provide technical assistance upon request to SBE, including consideration of draft rules and legislation; provide technical assistance to current and emerging school-community preschool partnerships; survey and analyze public school participation in early education programs; Co –Sponsor 04/06/06 Firm Footings Conference	<i>Continue to advocate State Board position before the legislature</i> <i>Ongoing</i> <i>Done</i>
2. Collect and analyze data to identify linkages between high-quality early childhood education and student achievement	Elaine	Federal Research Report General Supervision of Special Education Grant (GSSEG I); General Supervision of Special Education Grant (GSSEG II) LL - Kindergarten Readiness Survey: analyze data. Disseminate state and SU level reports from analysis. Distribute teacher and student surveys to field SST - analyze KRS results for preschoolers eligible for special education for APR and targeted technical assistance.	<i>Done</i> <i>Done</i> <i>Ongoing</i> <i>Ongoing</i>
3. Promote professional development that helps teachers support the needs of all students	Elaine	IFP: VT HEC: TASS – 3 schools participating; planning underway for year two of TASS, secondary differentiated instruction Early Childhood/Early Childhood Special Educator licensure program Development (Tier I and Tier II) Trainings for new special educators and related service providers on distance learning in 8 sites.	<i>Ongoing</i>

Strategies	Deputy Assignment	Current Status	Completed On-going Target Date
		<p>Reading First Academies for non-recipient schools and Higher Education faculty Early Literacy Plan Development underway</p> <p>LL: Tool Kits being developed for use by schools;</p> <p>S&A: Spring 06 network meetings, addressing Grade Expectations, in literacy, science and math; Formative Assessment Institute – Summer 2006; Assessment Seminar held; Alternate Assessment meetings to support lifeskills and adapted assessment; enrichment coordinator is developing contacts and will convene teachers to bring network Spring 06 and is working with LL to expand AP opportunities; Sch. Support Coords. meeting with identified schools to develop required actions and for Title I schools to develop grants for pass thru funds to target actions (PD) necessary for improvement in student achievement;</p> <p>SST: ESS consultants have worked with 11 elem., 4 middle and 2 high schools; Differentiated Instruction and Universal Design for Learning Training (ACCESS); Creating Responsive Schools (CRS); Early Childhood Summer Institute (focus on assessment and outcomes)</p> <p>LL –04/05//06 Conference for kindergarten teachers on current trends and best practices;</p>	
4. Support the implementation of High Schools on the Move principles as the statewide vision for secondary education	Elaine	<p>LL: Approx. 70% of secondary school visits completed by visiting team & commissioner; “Promising Practices” matrix released to field February 06 – see: http://www.state.vt.us/educ/new/pdfdoc/pgm_hsi/secondary_initiatives_matrix.pdf PD TASS – 3 schools Study Group meetings Professional development for promotion of HSOM planned in collaboration w/ VPA & other partners</p> <p>SST: Collaboration between ACCESS Center, NERRC, and SST to establish a peer to peer community of practice promoting use of differentiated instruction and universal design for learning;</p> <p>IFP: Professional development in conjunction w/ Educational Service Agencies (ESAs) and University of Vermont (Vermont Strategic Reading Initiative)</p>	<p><i>Ongoing</i></p> <p><i>Ongoing</i></p> <p><i>Ongoing</i></p>
5. Analyze performance data at all grade levels to improve instruction	Elaine	<p>SST: Annual Special Education & Act 117 reports; Addison NE Pilot Project; IFP: VTHEC: recruiting additional high schools for planning and preparation to begin the</p>	<i>Ongoing</i>

Strategies	Deputy Assignment	Current Status	Completed On-going Target Date
		<p>TASS program; VTHEC Mentoring Program will be partnering with local SU's to design bi-monthly seminars for special educators and administrators.</p> <p>S&A: Regional sessions on NECAP reporting underway</p>	
6. Work with middle school personnel to meet the unique needs of adolescents	Elaine	<p>LL: Regional Middle School meetings with Principals; New England Middle Level Symposium;</p> <p>SST: >Annual BEST Institute planning underway >Spring/Summer 2006: Special Topics: The Impact of Language Based Learning Disabilities in Science, Mathematics, English, Social Studies and the Arts; Final Summer Institute 2006: Leadership in Coordinating, Developing, and Evaluating Support for Adolescents; Summer 2006 LLD for Year One Summer Institute (a second round). >Language Learning Disabilities Lab Schools and training program; >With VTHEC Masters/CAGS Language Learning Disabilities for Adolescents; First cohort completing program summer of '06; recruiting for second cohort for summer 06 >VTHEC TASS program includes middle school teachers at Missisquoi > Disaggregated results for students with disabilities.</p> <p>S&A: See Number 3 above</p>	<i>Ongoing</i>
7. Continue engagement with elementary educators to improve student performance	Elaine	<p>SST: BEST Institute; IFP: _Reading First technical assistance to reading coordinators and coaches in participating districts; VRI at UVM planning August statewide Literacy Conference S&A: See Number 3 above</p>	<i>Ongoing</i>
8. State Board will develop a public school choice proposal for submission to the Legislature	Elaine	COMPLETED; Advocate as needed	<i>Done</i>

Objective B. A statewide accountability system identifying student needs related to achievement

Strategies	Deputy Assignment	Current Status	Target
1. Develop and produce grade level assessments based on the Vermont Framework of Standards and Learning Opportunities for grades 3-8 in English/Language Arts (ELA) and math	Elaine	S&A: NECAP assessments administered Fall 2005 and results released in March 06;	<i>Done</i>
2. Develop and produce grade level assessments for one year of high school in ELA and math	Elaine	S&A: Continued discussion w/ RI and NH on collaboration on high school assessment; Pilot assessment in Fall 2006;	<i>Ongoing</i>
3. Conduct annual Kindergarten Readiness Survey and analyze data	Elaine	LL: Conduct Survey; analyze 2005-6 K Readiness surveys, generate reports, and provide targeted assistance	<i>Ongoing</i>
4. Develop and produce a science assessment for three different grade levels	Elaine	S&A: Pre-RFP development meetings ongoing w/ NH & RI; Science RFP issued 11/05 Pilot Exams – Spring 06; Discussions with RI and NH re test design	<i>Done</i> <i>Done</i> <i>Ongoing</i> <i>Ongoing</i>
5. Help school districts meet the requirements for completing a local assessment plan	Elaine	S&A: Developing template, including questions to be addressed in plans, for use by schools by 05/01/06; Network meetings in Spring 2006 will support local assessment in literacy, math and science; Resources CD developed to support schools' development of local assessment plans; summer training institute; SQS implementation discussions underway; March 05 Memo to the field	<i>Ongoing</i>
6. Develop English Language Proficiency Standards for English Language Learners	Elaine	S&A: VT is part of WIDA consortium to develop standards & assessments for ELL; Verification of students required to participate in ACCESS for ELP this spring underway; Communication with field on procedures and protocols for administration of the ACCESS for ELP; preparing for 06 administration of the ELL test	<i>Ongoing</i>

Objective C. A clear statewide definition of high-quality instruction

Strategies	Deputy Assignment	Current Status	Target
1. Promote and use scientific research related to high-quality instruction	Elaine	IFP: VTHEC continues to review the research and promote the use of effective research based instructional practices across all programs;	<i>Ongoing</i>
2. Publish and communicate research findings	Elaine	Review results of systems analysis pilots; Evaluate Career Start	<i>Ongoing</i>

Objective D. All schools meeting or exceeding the School Quality Standards

Strategies	Deputy Assignment	Current Status	Target
1. Adopt measurable School Quality Standards	Elaine	Final rules approved by SBE/LCAR January 06	<i>Completed Feb. 2006</i>
2. Establish and support an efficient and effective process for implementing the School Quality Standards	Elaine	Seek input from field on process outline; Develop implementation plan Develop online survey Develop site visit protocol/plan Seek input from field on process outline;	<i>June 2006</i>
3. Provide information and training to the field	Elaine	Conduct meetings & provide information with/to field	<i>Summer 2006</i>
4. Develop a long-term plan for implementation of the K-12 expectations for Modern and Classical (non-native) Languages within the Vermont Framework of Standards and Learning Opportunities.	Elaine	Board adopted goal at its 02/21/06 meeting: "All Vermont children will begin the study of a foreign language in the primary grades (PK-4), and they will meet a minimum of novice middle proficiency by the end of eighth grade. All Vermont school districts will coordinate the foreign language curriculum within their own district from primary grades through high school." Awaiting further Board discussion	<i>Ongoing</i>

Objective E. A sufficient number of well-prepared instructional and support staff for all schools

Strategies	Deputy Assignment	Current Status	Target
1. Review and monitor all teacher preparation programs	Elaine	Design team working on revisions to ROPA-R process; ROPA-R full program visits have been concluded for this round of visits. The next round of visits is scheduled to being in 2008, using the revised ROPA documents. Visits continue for new programs and programs granted conditional approval.	<i>Ongoing</i> <i>Completed</i> <i>Ongoing</i>

Strategies	Deputy Assignment	Current Status	Target
2. Collaborate with other entities to prepare educators in shortage areas	Elaine	<p>IFP: Continue VTHEC preparation programs; Explore the needs for programs in the areas of: Special Ed. Leadership, Assistive Technology, Adult Development and Instruction, and Emotional Disabilities;</p> <p>IFP/LL: Continue implementing the Higher Ed Collaborative – Early Childhood/Early Childhood Special Educator (HEC-EC/ECSE) licensure programs to fill need for licensed early childhood and early childhood special educators; design a student teaching experience for Tier II participants. Continue collaboration with the Vermont Early Childhood Educator Licensure (VECEL) project and Northern Lights Career Development Center (NLCDC). Explore how to collaborate more fully with VECEL to eliminate duplication. Continue work with NLCDC since some of those individuals will seek early childhood licensure.</p>	<p><i>Ongoing</i></p> <p><i>Ongoing</i></p>
3. Promote professional development and mentoring opportunities	Elaine	<p>IFP: >Continue Reading First Academies for recipient schools including PD and consultation from nationally recognized literacy experts; >Continue Reading First Academies for all K-3 literacy teachers, K-12 SPED teachers, and Higher Ed faculty. >Continue work with ESAs; teacher networks; >Mentoring discussions with VSBPE; >VTHEC – Secondary Diff. Instruction module; TASS EQT: >IBM-RE3 “Teachers’ Workplace” supports mentoring & on-line collaboration; >Professional development support to L/RSBs ongoing; SST: >Training for new special education administrators;</p> <p>Commissioner developing recommended guidelines for maintenance w/ VSBPE;</p>	<i>Ongoing</i>
4. Examine, in collaboration with the VSBPE, the roles and relationships of the State Board of Education and the Vermont Standards Board for Professional Educators, with a focus on policy issues relating to high quality alternate routes to licensure.	Elaine	<p>Monitor progress on H.677 (Educator Standards and Discipline Proposal);</p> <p>Monitor VSBPE discussion on topic</p> <p>Plan for Alternate Route Licensure discussion at June 06 SBE meeting</p> <p>Plan for Alternate Route Licensure discussion of the Ad Hoc Committee’s Report at the June 23rd VSBPE meeting.</p>	<i>Ongoing</i>

Strategies	Deputy Assignment	Current Status	Target
5. Collaborate with other agencies on in-services	Elaine	Continue with ongoing collaborations IFP: >ESAs >VTHEC will continue to collaborate and partner with other agencies and services as new programs are developed. >Cross-agency early literacy team to continue <u>ongoing</u> work on revision to Five Year Comprehensive Early Literacy Plan; SST: >Collaboration with AHS	<i>Ongoing</i>
6. Conduct an early-exit survey of a sample of teachers to determine reasons for leaving	Elaine	Develop and conduct survey; analyze & report results	<i>Ongoing</i>

Goal II. Provide and promote high-quality educational leadership

Objective A. State Board of Education members who are well prepared and effective

Strategies	Assignment	Current Status	Target
1. Ensure members receive appropriate professional development	SBE	COMPLETED	<i>Ongoing</i>
2. Evaluate State Board operations annually	SBE	June 2006 SBE retreat review	<i>June 2006</i>
3. Develop guidelines for Board operations	SBE	Guidelines adopted at the 09/19/04 SBE meeting; June 2006 SBE retreat review	<i>Completed – annual review</i>
4. Develop criteria for self-assessment	SBE	COMPLETED Annual self-evaluation at June Board retreat	<i>April-May 2006; June 2006 SBE retreat review</i>

Objective B. A Department of Education that provides effective leadership

Strategies	Deputy Assignment	Current Status	Target
1. Develop future leaders for promotion within the department	Elaine; Bill T	LTeam work w/ HR Director to encourage staff to participate in leadership training; LTeam working to develop DOE-specific leadership skill sets (consultants/coordinators)	<i>Ongoing</i>
2. Recruit leaders from the field to fill vacancies in the department	Elaine; Bill T	Continue emphasis on field experience in hiring	<i>Ongoing</i>

Strategies	Deputy Assignment	Current Status	Target
3. Establish an annual work plan that is aligned with the Strategic Plan	Elaine; Bill T	Division Directors work with their teams to develop work plans based on Strategic Plan; Work plan revisions and professional development decisions are aligned with Strategic Plan	<i>Ongoing</i>
4. Ensure diversity and equity in department leaders reflect the greater staff population	Elaine; Bill T	Appointments to LTeam have created gender equity; Continue to emphasize the value of diversity; seek to increase ethnic diversity in DOE, as well as increase the number of staff with a disability;	<i>Ongoing</i>
5. Provide leadership in education at the national level	Commissioner	Continue to stay engaged at the national level (CCSSO, NGA, etc.)	<i>Ongoing</i>

Objective C. Well-prepared and effective administrators and school board members serving all schools

Strategies	Deputy Assignment	Current Status	Target
1. Collect and analyze information about other governance structures that support effective management of schools	Commissioner; Bill R	In conjunction w/ Governance Council, awarding incentive grants to districts; Commissioner working on governance “white paper”	<i>In process</i>
2. Develop, coordinate and improve administrative and educational leadership skills in the state of Vermont by working with the Vermont Educational Leadership Collaborative (VELC).	Elaine	VELC meets monthly – developed mission statement , desired leader statement, desired system statement, professional development matrix Deputy participating in Summer Leadership Academy planning; SST/VTHEC: – special ed leadership preparation program in conjunction with other IHE’s	<i>Ongoing</i> <i>Ongoing</i>
3. Provide support for school leaders dealing with governance issues	Commissioner	Continue working to support local boards as requested;	<i>Ongoing</i>
4. Enhance SBE decision-making through two-way communication with educational leadership organizations, school boards, legislative education committees, parents, home study groups, and post-secondary education institutions	Commissioner	Increased and enhanced communication efforts (Monthly board report; Web site) Commissioner attends regular meetings w/ VSA and VPA; Commissioner meets with VSBA Exec. Committee and membership and has update meetings w/ VSBA Exec. Dir.	<i>Ongoing</i> <i>Ongoing</i>

Strategies	Deputy Assignment	Current Status	Target
5. Work with schools to support and evaluate staff in areas of collegueship among all staff and advocacy for all students	Elaine	BEST institute and training	<i>Ongoing</i>

Goal III. Promote safe and positive learning environments

Objective A. All schools supporting the needs of a diverse student and staff population

Strategies	Deputy Assignment	Current Status	Target
1. Encourage recruitment and support of diverse school staff	Elaine	Continue to support attendance at NYC minority hiring expo; Emphasis on the value of diversity in discussions w/ field; Continue actions and support for diversity will continue;	<i>Ongoing</i>
2. Support professional development of school staff to gain understanding of and communication skills related to issues of diversity	Elaine	BEST initiative and training	<i>Ongoing</i>
3. Identify and promote practices and programs that support diversity	Elaine	BEST initiative and training; support for diversity program and scholarships; support for <i>A World of Difference</i> in discussions w/ field; ESS: consultant certified training in A Framework for Understanding Poverty & Bridges Out of Poverty	<i>Ongoing</i>

Objective B. All schools working with other organizations and parents to improve and maintain student well-being

Strategies	Deputy Assignment	Current Status	Target
1. Examine and publish current data on child nutrition, physical fitness, and drug and alcohol use to precipitate conversation at the local level about student wellness	Elaine	Youth Risk Behavior Survey (YRBS) development committee; YRBS Survey conducted and data analyzed and published; Training for YRBS administrators SHS Nutrition workgroup: Developed model policy and guidelines Provide technical assistance as requested/needed Provide technical assistance to schools identified with poor nutritional behaviors.	<i>Ongoing</i>
2. Work with schools to ensure that students have access to effective coordinated health programs	Elaine	Supported teams representing schools at the Coordinated School Health Leadership Institute.	<i>Done</i>

Strategies	Deputy Assignment	Current Status	Target
3. Promote strategies and activities that result in student leadership and positive social interactions	Elaine	Promote and support the annual Governor's Youth Leadership Conference; Promote the Vermont Safe Schools Leadership Conference.	<i>Ongoing</i> <i>April 6, 2006</i>
4. Create a parent advisory council to provide input to the commissioner	Commissioner/ Elaine	Council to be formed by 06/30/06	<i>June 30, 2006</i>

Objective C. School facilities that provide a safe and productive learning environment

Strategies	Deputy Assignment	Current Status	Target
1. Advocate for sufficient funding for school construction aid	Bill T	Develop capital budget; annual SBE approval of construction priority list; Implement new SBE approved rating system ; following SBE approval, advocate for funding	<i>Ongoing</i>
2. Monitor the condition of school facilities through periodic review	Bill T		<i>Eliminated</i>
3. Include facility conditions as a component of the revised School Quality Standards	Bill T	SQS facility component	<i>Done</i>
4. Identify and compile school safety and environmental standards	Bill T	Coordinate with other agencies to ensure compliance; School Safety checklist	<i>Ongoing</i>

Objective D. All schools with an effective comprehensive plan that addresses student behavior

Strategies	Deputy Assignment	Current Status	Target
1. Analyze existing data to determine severity and frequency of harassment and bullying incidents	Elaine	Annual data gathering ongoing - Combined Incident Reporting Software (CIRS)	<i>Ongoing</i>
2. Use data to identify successful practices that may be replicated	Elaine	Use CIRS and YRBS data to identify outliers for follow-up technical assistance	<i>Ongoing</i>
3. Educate school personnel on existing laws related to conduct	Elaine; Bill R	Policy on harassment; BEST Institute training; Bullying additions to model discipline plan distributed ; Additional information posted www.state.vt.us/educ and www.vtvsba.org	<i>Ongoing</i>
4. Train school personnel in the most effective means of prevention and best practices for resolving conflict	Elaine	Trainings as requested/needed	<i>Ongoing</i>

Strategies	Deputy Assignment	Current Status	Target
5. Actively work with schools that have acute and/or chronic problems with student behavior	Elaine	SHS: Review CIRS data to identify outliers for follow-up technical assistance; SST: Residential Review Team works with schools to assist IEP teams to identify alternatives to placement of students in private residential schools;	<i>Ongoing</i>

Goal IV. Build department capacity to best support external needs

Objective A. A positive and effective working environment for all department employees

Strategies	Deputy Assignment	Current Status	Target
1. Combine Berlin and Montpelier DOE locations	Commissioner	Hope to consolidate staff at 120 by 2009	2009
2. Provide safe and adequate working conditions for all employees	Bill T	Interim facility improvements	<i>Done</i>
3. Improve employee orientation process	Elaine; Bill T	LTeam reviewing proposed template for revamped staff orientation plan	<i>June 2006</i>

Objective B. A State Board of Education annual budget that adequately supports the Strategic Plan

Strategies	Deputy Assignment	Current Status	Target
1. Review the current budgeting process	Bill T	Review completed by CFO & Commissioner; Working with Finance Dept to pilot state budgeting software for FY 08 budget	<i>Ongoing</i>
2. The State Board will review the annual budget in August	Bill T	Ongoing for annual budget development; Process begins again August 2006	<i>Ongoing</i>
3. Allocate resources and prioritize budget initiatives	Bill T	Ongoing for annual budget development; Process begins again August 2006	<i>Ongoing</i>
4. Recommend a final budget by the State Board's October meeting	Bill T	COMPLETE (by annual October SBE meeting)	<i>Done</i>
5. Advocate for the budget with the Administration and the Legislature	Bill T	Commissioner, CFO appear before House and Senate Committees (Education and Appropriations)	<i>In process</i>

Objective C. Department of Education staff that has the knowledge and skills to carry out its responsibilities

Strategies	Deputy Assignment	Current Status	Target
1. Recruit and retain well-prepared and effective staff	Commissioner, Deputy, HR, L-Team	Ongoing as vacancies occur	<i>Ongoing</i>

Strategies	Deputy Assignment	Current Status	Target
2. Perform effective and meaningful annual evaluations	Commissioner & all managers	Ongoing	<i>Ongoing</i>
3. Offer mission-driven professional development to all staff	Commissioner & LTeam	Focused strategic plan for professional development; PD requests are reviewed according to work relevance; Attendance at: VELLA training; state, regional and national conferences; professional development decisions are aligned with Strategic Plan IFP: Apply Reading First funds to PD for literacy staff across all teams to DOE; support attendance for 6 staff at the International Reading Association conference in May, 2006	<i>Ongoing</i>
4. Work with other state policy makers in an effort to make salaries as competitive as possible	Commission-er	Ongoing with Commissioner of Human Resources & internal HR staff	<i>Ongoing</i>

Objective D. A Department of Education communications strategy that supports the vision of the Board and department

Strategies	Deputy Assignment	Current Status	Target
1. Clearly define and communicate department roles and responsibilities	Commissioner & LTeam	Strategic Plan completed, reviewed annually, published and distributed, available on Web site; Directors meet weekly to develop explicit roles, responsibilities, protocols; Work Plans will reflect strategies; Deputy and directors working to develop clear, coherent communications w/in and across divisions	<i>Ongoing</i>
2. Establish and share communications strategy with staff and external stakeholders	Commissioner & Communications Director	Communications plan in place; available on internal Web site; Monthly DOE internal newsletter	
3. Develop and promote Web-based tools for communication with diverse audience with varied access to technology	Bill T; Communications Director	Ongoing updates of Web site; Increased use of external Web site for input/interaction; working with data consortium on developing easily accessible database; Data warehouse now operation with department data; Go live with district data Fall 2006	<i>Ongoing</i>
4. Develop and sustain a well-informed, positive relationship with media	Commissioner; Communications Director	Communication Director has ongoing contact with media; Commissioner interviewed by media regularly	<i>Ongoing</i>

Objective E. Vermont statutes and State Board regulations that enable improvements in our education system

Strategies	Deputy Assignment	Current Status	Target
1. Review and revise Title 16 and other education-related statutes and State Board regulations	Commission-er; Bill R	Regular update of SBE manual of rules and practices; Annual technical corrections bill; Ed. Governance Council work	<i>Ongoing</i>

Objective F. A State Board of Education with clearly communicated roles and responsibilities

Strategies	Deputy Assignment	Current Status	Target
1. Publish State Board of Education Roles and Responsibilities (See Page 19)	Commissioner	Published with Strategic Plan; Review at Annual SBE Retreat	<i>Completed</i>
2. Review and update Roles and Responsibilities at least annually	SBE; Commissioner	Annual SBE Retreat	<i>Annual June SBE Retreat</i>

Goal V. Practice and promote effective use of all resources

Objective A. A Department of Education with effective and efficient operations

Strategies	Deputy Assignment	Current Status	Target
1. Create a unified and efficient electronic grant and contracting process	Bill T; Elaine	Electronic grant and contract process developed and in place; Working with Department of Innovation and Information (DII) to develop statewide system for grant managements IFP: Update new E-application for Consolidated Federal Programs; rollout in May 2006	<i>Ongoing</i> <i>Ongoing</i>
2. Improve the internal financial reporting system	Bill T	Reorg. of accounting unit, allowing the unit to focus on the new financial management information system/continuous improvement	<i>Ongoing</i>
3. Develop a budget management system for managers	Commissioner; Bill T, Elaine, Directors	Plan and provide directors/managers with training on budgeting	<i>Ongoing</i>
4. Develop a system that allows staff to contribute ideas for making operations more effective and efficient	Bill T, LTeam	Weekly L-Team meetings; Deputy meets weekly w/ Division Directors and Assistant Directors	<i>Ongoing</i>

Objective B. Department of Education resources that are aligned with the mission and goals

Strategies	Deputy Assignment	Current Status	Target
1. Regularly review the mission and organization of the department	Commissioner; LTeam	Annual review against strategic plan and SBE focus strategies; Quarterly Department-wide meetings held to discuss and update progress on Strategic Plan	<i>Ongoing</i>

Strategies	Deputy Assignment	Current Status	Target
2. Communicate mission to department staff and others	Commissioner; Elaine Communications Director	Incorporated in interactions with the field	<i>Ongoing</i>
3. Align each team's work plan with the mission	Commissioner, Elaine, LTeam	Division Directors use Strategic Plan as their work plan template	<i>Ongoing</i>
4. Establish and implement clear personnel policies	Commissioner, Elaine, HR Director, LTeam	DOE policies aligned with State of Vermont policies; Review as needed.	<i>Ongoing</i>

Objective C. Technology that improves the efficiency and effectiveness of the department

Strategies	Deputy Assignment	Current Status	
1. Expand the capacity to collect and report data electronically	Bill T	Implementation of student information system continues; Data warehouse project continues	<i>Ongoing</i>
2. Establish standards for technology skills and provide customized training to eliminate gaps	Bill T/John T	Work continues by HR Director and IT Director; Training will follow.	<i>Ongoing</i>
3. Develop a Best Practices guide for schools, districts and supervisory unions to help make data management and other technology decisions	Bill T	Part of the development process for the student information system. (CFO) Contract in place; Contractor field work completed; Reports to be published Winter 06	<i>Winter 2006</i>
4. Provide incentives for team-level high-end users in pertinent software	Bill T	Under review; (CFO/DEP) identifying needs in this area	<i>Ongoing</i>
5. Expand the use of teleconferencing options	Bill T, Elaine	Encouraging staff to use distance learning, video and tele-conferencing; working to secure distance learning opportunities	<i>Ongoing</i>
6. Implement statewide student information system	Bill T	See Strategy #1 in this section.	

Objective D. Cost-effective, high-quality delivery models for all students

Strategies	Deputy Assignment	Current Status	Target
1. Poll the field for interest in creating a statewide calendar and common class time	Commissioner; Elaine, L-Team	Statewide calendar legislation introduced and in the legislature (H.175)	<i>Ongoing</i>
2. Promote independent study, distance learning and common classes through technology		Continue to encourage increased use of video and tele-conferencing; working to secure distance learning opportunities	<i>Ongoing</i>
3. Revise existing and develop new benchmarks, reports and other indicators useful for assessing the efficiency of school districts	Commissioner, Bill T	Continue to implement recommendations of Cost Containment Study	<i>Ongoing</i>
4. Revise school accounting handbook to establish consistent accounting of district revenues and expenditures statewide	Bill T	Audit Team in place; continue to review existing handbook	<i>Ongoing</i>
5. Develop a Web-based survey to identify needs and contribute ideas for efficient and effective use of resources	Bill T; Communications Director; Web manager	Survey review continues	<i>Ongoing</i>
6. Analyze the cost and quality of education in Vermont in comparison to national data	Commissioner, Bill T	Disseminate information to taxpayers; Education Funding Information Kit developed and used; Press session explaining Vt. educ. finance system held; DVD produced; Continue to distribute information, including DVD explaining Vt. education finance system	<i>Ongoing</i>
7. Develop specific recommendations to contain costs while ensuring the quality of education	SBE; Commissioner	See above; SBE recommendations	<i>Ongoing</i>